



# City of Hampton, VA

## Meeting Minutes

### City Council

22 Lincoln Street  
Hampton, VA 23669  
www.hampton.gov

*Linda Curtis*  
*W. H. "Billy" Hobbs, Jr.*  
*Will Moffett*  
*Chris Snead*  
*Christopher G. Stuart*  
*Donnie R. Tuck*  
*George E. Wallace, Mayor*

*Staff:*  
*Mary Bunting, City Manager*  
*Vanessa T. Valdejuli, City Attorney*  
*Katherine K. Glass, CMC, Clerk of Council*

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Wednesday, March 26, 2014	11:00 AM	Community Development Conference Room
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#### CALL TO ORDER/ROLL CALL

#### GEORGE E. WALLACE PRESIDED

**PRESENT:** Linda Curtis, W. H. "Billy" Hobbs, Jr., Will Moffett, Chris Snead, Donnie R. Tuck

**ABSENT:** Christopher G. Stuart

#### AGENDA

1. 14-0140 Continuation of Retreat Activities and Discussion: Team Building and Vision Development

Council worked through a series of exercises and discussed the visioning process and strategies and practices that Council may consider using to better work as a team.

Vice Mayor Curtis departed the meeting early to give a speech for Women's History Month at the Veterans Administration Hospital.

The meeting recessed at 12:50 p.m. and reconvened at 2:48 p.m. The meeting adjourned at 5:09 p.m.

A copy of the summary report of the facilitators' is attached to these minutes.

\_\_\_\_\_  
George E. Wallace  
Mayor

\_\_\_\_\_  
Katherine K. Glass, CMC  
Clerk of Council

Date approved by Council \_\_\_\_\_

**HAMPTON CITY COUNCIL RETREAT FOLLOW UP**  
**March 26, 2014**  
**City Hall**

Facilitated by:     Jim Oliver  
                             Suzanne Puryear  
                             Zinerva White

Present:             George Wallace, Mayor  
                             Linda Curtis, Vice Mayor  
                             W. H. "Billy" Hobbs, Council Member  
                             Will Moffett, Council Member  
                             Chris Snead, Council Member  
                             Donnie Tuck, Council Member  
                             Mary Bunting, City Manager  
                             Katherine Glass, Clerk of the Council  
                             Vanessa Villejudi, City Attorney

**Goals of the Day:**

Aspiration    →     Implementation    →     Socialization

- Reinforce team work developed at the Retreat
- Specific Council work on the three key strategic elements of the Vision:  
vibrant community, history and innovation.

The Hampton City Council met in a retreat on February 5, 2014. The retreat participants agreed it would be beneficial for a follow up meeting to continue to clarify the Vision and enhance its teambuilding skills.

The session began with a review of the Ground Rules, which the group had adopted at the retreat to guide them in their work during that day. The rules included:

- Respect (including no phone calls, texting, email except during breaks)
- Talk
- Listen
- ELMO – Enough Let's Move On
- Establish a "Parking Lot" for issues not currently being discussed

The group expressed that the rules remained relevant and agreed to continue to abide by them. The participants also reviewed the "Rules of Engagement" that had begun to emerge during the retreat and these Rules were posted, so that others could be added as appropriate through the day.

- No surprises.
- Work for authentic compromise.

- No “gotchas”.
- Recognize that people can disagree without being disagreeable.

Teambuilding exercises followed that produced a conversation about the strength of working together, the value of thinking creatively and the benefits of mutual support. The group took on a candid discussion about trust. The dialogue reflected a willingness to admit to the need for a greater level of trust within the group, openness about communication to understand one another better to gain trust, and acknowledgement that, although trust may be a difficult subject, it is helpful to confront it in order to be more effective leaders. Suggestions for training to support communication and self-awareness were added to the Parking Lot.

During the retreat in February, the City Council crafted and adopted the following Vision:

**We are Hampton –  
a vibrant waterfront community, celebrating and embracing over 400 years of  
history and innovation to create an even more dynamic future.**

The Council and City leadership were challenged to remember that their future work – in budgeting, planning, leadership – would always relate to the Vision. They were reminded that they must understand, own and be committed to the vision for the vision to be an effective tool for setting the City’s strategic directions. In order to effectively communicate and advance the Vision, it is necessary for Council members and City administration to fully understand the statement. The group then divided into three small groups to spend time more fully describing the three primary elements of Hampton’s Vision – vibrant community, history and innovation. The small groups also connected their work in defining these components to the result of a “more dynamic future.”

The meeting was temporarily adjourned so that participants could hear a presentation from Dr. William Harvey, Hampton University, about Hampton First. Prior to adjourning, the group was urged to listen to Dr. Harvey’s presentation in the context of Hampton’s Vision.

Upon reconvening, the meeting participants discussed various elements of Dr. Harvey’s presentation as they related to Hampton’s Vision. Positive correlations to future projections and exciting innovations were noted; however, there were questions as to the extent the Hampton First initiative honors Hampton’s history. As with most project overviews, there remained some questions about legal issues and financial needs/impacts.

The group spent the remainder of their time in discussions about the implementation of the Vision as a robust tool for Council and City administration effectiveness. There was acknowledgement that structures and processes needed to be adopted or modified to embed the Vision into planning, budgeting and day-to-day operations.



It was noted that the City of Hampton already has adopted a number of master plans, as well as a finance plan. It was further recognized that Hampton has ongoing strategic initiatives. In addition to Hampton First, Healthy Families and Healthy Neighborhoods were cited as examples. Mr. Oliver presented a construct of Vision, Values, Systems, Structures and Strategies to help the group frame its thinking and conversations about integrating and aligning the Vision into these existing efforts. Mr. Oliver and Mr. White also reviewed the article "Tips for Governing Body Success" with the Council members and City administrative staff as a foundation for assessing Hampton's governance structures.

As a result of this discussion, Ms. Bunting agreed to produce a paper that summarizes the conclusion of what City Council will do as a result of the Retreat. Generally, the Council has decided to meet more often (perhaps as often as weekly) and create a "big picture" chart or graphic, depicting the existing plans and initiatives, which includes what is essential to implementing the Vision. Ms. Bunting will offer a calendar of "next steps" regarding Vision implementation, projected to start in June, with initial stages of work to be completed by fall.

Several items of Council interest remain in the Parking Lot:

- more work with each other (Examples: MBTI, Johari Window exercises)
- develop a "master plan for the History of Hampton"
- identify "partners" (Planning Commission, School Board, HRHA, etc) and community stakeholders who are essential for implementation of the Vision and create work plans, procedures and schedules for their work with City Council

As a closing activity, Mr. White divided the Council Members, City Manager and City Attorney into three small groups and asked them to reflect on what they had gained from their work at the follow up session. Their responses are as follows:

Group 1:

- Council agrees to commit to VISION
- More frequent meetings to discuss VISION
- Synergy from rallying around common VISION
- Worked as a team instead of individuals
- Growth in outreach
- Difficult but candid conversations
- Clearer understanding of economic development objectives

Group 2:

- Sense of team cohesion
- Got the game plan
- Change the way we do business

- Realized some things we were lacking. Taking steps to change
- New process will assist new Council members
- Better use of Manager's staff time
- Experienced a sense of excitement and accomplishment

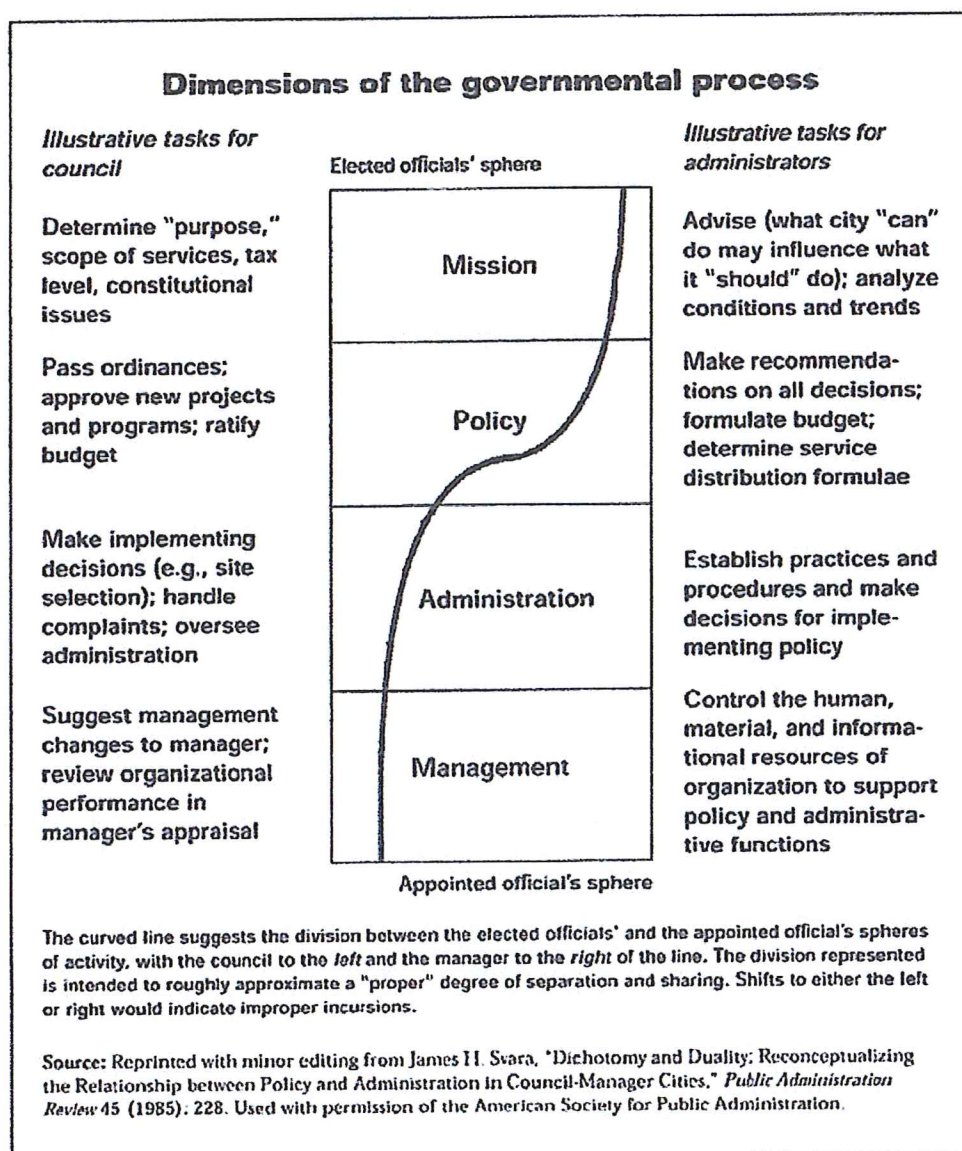
Group 3:

- Hesitancy that moved into openness
- Productive
- Reached some direction and solutions
- Candidness
- Bold and vulnerability
- Charted a course of direction
- Witnessed "love for Hampton"

**We are Hampton – a vibrant waterfront community, celebrating and embracing over 400 years of history and innovation to create an even more dynamic future.**

## Role Division

Current thinking is that elected and appointed officials operate in all four dimensions of the governance process: mission, policy, administration and management, although to differing degrees.<sup>2</sup> The graphic<sup>3</sup> below illustrates this phenomenon. The curved line illustrates the division of roles between governing boards and executive staff; how this line looks for each local agency varies.





## Bridging Function

Elected officials play an important bridging role between the public and staff; the agency's chief executive plays an important bridging function between staff and elected officials.

